



Professional and
Personal Development

Catalog



**Governmental Services Center
at Kentucky State University**

In an effort to continue to meet your needs, this catalog is being provided. Included in the catalog is a description of each workshop, the benefits you will receive from taking the workshop, registration procedures and additional workshop information like confirmations, cancellations, etc.

More workshop information is provided on GSC's web site at <http://gsc.ky.gov> . There you will find additional resources and competencies that relate to the workshops, quarterly schedules outlining when each workshop will be provided, and other information pertinent to the mission of GSC.

Please make as many copies of this catalog as you need. It's here for your use.

March, 2003

Workshop Registration

NEW CMF/CPM CANDIDATES will be pre-enrolled in workshops by GSC. You will receive that schedule when you attend orientation.

PARTICIPANTS NOT IN CMF/CPM

You need to contact your agency liaison to register for a workshop. If you do not know your liaison's name, check the GSC web site at <http://gsc.state.ky.us/Liaisons.htm>.

1. The liaison will give you information about workshops and explain registration procedures. You may find the quarterly workshop schedule in the Commonwealth Communiqué or on the GSC home page under Workshop Schedule.

If you cannot locate an appropriate liaison for your agency, contact GSC and we will provide the assistance you need.

2. A generic workshop registration form is available at <http://gsc.ky.gov/Register.htm>. Some agencies have their own customized form, so check with your liaison before completing the form.

Additional Workshop Information

CONFIRMATIONS

All participants, including CMF/CPM candidates, receive confirmation of scheduled workshops by e-mail or fax, if possible, or by regular mail. Mark your calendar and notify your supervisor of the scheduled date.

CANCELLATION

It is important for all participants to notify GSC at 564-8170 as soon as possible if you are unable to attend a scheduled workshop. Early cancellation permits someone on the wait list the opportunity to attend in your place.

When you, including CMF/CPM candidates, cancel a workshop, you must contact your agency liaison to be placed on a wait list.

LATE NOTIFICATION

When a cancellation occurs, GSC makes every effort to fill that vacancy. You may receive a letter or a telephone call offering you the opportunity to attend on short notice. In that event, it is especially important that you confirm or cancel quickly.

WAIT LISTS

Wait lists are created when CMF/CPM candidates cancel a prescheduled workshop or when a participant, not in CMF/CPM, requests a workshop for which there is no opening. If additional workshops are needed, one is created (if at all possible) during that same month or quarter, and people on the wait list are notified of the extra workshop date. You need to understand, however, that GSC deletes wait lists at the end of the quarter, so you must reapply for the workshop the following quarter. This includes CMF/CPM candidates. You are responsible for rescheduling any workshop you canceled.

TRAINING LOCATIONS

Training conducted in Frankfort is usually held in the Julian Carroll Academic Services Building on the campus of Kentucky State University. Workshops are also conducted at state parks, universities, and other facilities in an effort to meet the needs of employees throughout the state. In Louisville, the Corrections Training Center (312 Whittington Parkway) is usually used. The letter you receive notifies you of the location of the workshop.

COSTS

In keeping with KRS 164.357, organizational units share the cost of training at GSC on a pro-rata basis. A formula is used for each biennial budget cycle that determines the amount each agency pays. This is built into the budget of each agency in the Executive Cabinet and other state agencies that choose to participate on a pro-rata basis. If employees from any other state government agency, or any agency of a county, city or other political subdivision take classes at GSC, the agency reimburses the state at a predetermined rate per day per employee.

CONTINUING EDUCATION UNITS

Kentucky State University awards Continuing Education Units (CEUs) to participants on completion of Governmental Services Center workshops. The

workshop description lists the number of units awarded for each workshop. Some professional boards have approved CEUs for certification. Please check with your professional board about individual requirements. CEUs are a nationally recognized uniform standard of measurement for participation in noncredit continuing education.

CLASS CANCELLATION DUE TO INCLEMENT WEATHER

GSC follows the guidelines announced by the Governor's office regarding delayed schedules or closing of state offices due to weather conditions. When you are advised to use your discretion or an "EMERGENCY PERSONNEL ONLY" announcement is made, call GSC regarding the day's workshops. Likewise, if it is announced on the radio or television that Kentucky State University is closed or delayed, GSC workshops at KSU follow those guidelines. If KSU is on a one-hour delay, GSC classes will start at 9:00 AM. If it is on a two-hour delay, GSC classes will begin at 10:00 AM. Otherwise, classes are held as usual. If a participant chooses not to attend due to the inclement weather, GSC makes every effort to enroll you in another workshop. Participants may call GSC directly to make arrangements to finish a class that was begun prior to the weather situation.

Assessing Organizational Performance

This workshop focuses on creating and managing a continuously improving, customer-focused, and fully engaged organization. Participants learn a common language and framework for understanding organizational performance and increase their knowledge and skills for implementing organizational improvement strategies.

WORKSHOP TOPICS:

Evolution of Improvement

Reactive vs. Proactive Improvement

Seven Steps and the Basic Tools

Listening to the Customer

Using Language as Data

TARGET AUDIENCE: Managers/supervisors, especially those involved in reorganization.

PROGRAM LENGTH: 1 day (7 hours)

CONTINUING EDUCATION UNITS: NA

CPM: Requirement

Conducting Effective Meetings

Most meetings occur too often, last too long, and accomplish too little. Whether you attend meetings as a participant or a leader, you are investing your time, presence, preparation, and concentration. Knowing how to save time, effort, and money for your agency by having fewer, shorter, and better meetings is definitely to your career advantage.

YOUR BENEFITS

- Identify meeting tasks
- Learn to contribute to success of meetings
- Participate in activities which may be applied to future meetings

WORKSHOP TOPICS:

Reasons for Having Meetings

Meeting Agendas

Ground Rules

The Purpose and Format of the Agenda

Roles and Responsibilities of Participants/Planners

Meeting Evaluations

TARGET AUDIENCE: All employees

PROGRAM LENGTH: 1 day (7 hours)

CONTINUING EDUCATION UNITS: .72

CMF: Requirement

Customer Service

Have you ever vowed never to use a product or service again because of poor customer service? Put yourself in the customer's (taxpayer's) shoes and evaluate the service your agency provides. Would you be happy with it? What kind of "report card" would you receive for your services? Can you identify your customer? Learn how to treat people. This workshop helps you and your agency identify ways to improve customer service while increasing effectiveness.

YOUR BENEFITS

- Recognize quality customer service
- Learn to identify customers' needs
- Understand your attitude toward customers

WORKSHOP TOPICS:

Explore Your Attitude Toward Customers
Build Goodwill and Trust with Your Customers
Handle Complaints and Angry Customers
Develop Effective Telephone Skills

TARGET AUDIENCE: All employees

PROGRAM LENGTH: 1 day (7 hours)

CONTINUING EDUCATION UNITS: .81

Elective

Dealing with Conflict

Conflict exists. It is inevitable that each of us will encounter it from time to time. This workshop identifies five basic approaches for dealing with conflict and defines the circumstances in which each is most effective. Identify your personal style and learn how to use each of the five approaches. The film "Twelve Angry Men" is used as a case study to illustrate and assess the effectiveness of each style. You also learn strategies for coping with various kinds of difficult personality types and for analyzing third-party intervention strategies.

YOUR BENEFITS

- **Learn how you and others tend to behave in conflict situations**
- **Be better prepared to deal with difficult people**
- **Raise self-esteem and confidence**

WORKSHOP TOPICS:

Identify Conflict Management Styles

Assess Behaviors of Various Styles

Cope with Difficult People

Resolve Conflicts Effectively

TARGET AUDIENCE: All employees

PROGRAM LENGTH: 1 day (7 hours)

CONTINUING EDUCATION UNITS: .80

CMF: Requirement

Developing Effective Presentation Skills

Do you feel confident when you make oral presentations? Many people do not and want to develop the poise, confidence, and ability for speaking more effectively. This workshop takes you through the preparation, rehearsal, and delivery of a public presentation. You practice speaking techniques in a nonthreatening atmosphere of mutual learning. The "do's and don'ts" of humor are introduced. You learn how to organize ideas, improve your delivery skills through a variety of presentations and feedback, and develop supporting materials to enhance your presentation. You review selected video presentations. **You need to bring blank videotape if you would like a copy of your presentation**

YOUR BENEFITS

- Overcome stage fright and negative stress
- Learn to introduce a speaker effectively
- Organize, write, and deliver a presentation with greater clarity and purpose
- Use visual aids and appropriate humor to enhance your presentations

WORKSHOP TOPICS:

Tips for Coping with Stage Fright

Putting Ideas Together

Persuasive Speaking Tips

Delivering Two Speeches

TARGET AUDIENCE: All employees, especially those who make speeches regularly.

PROGRAM LENGTH: 2 days (14 hours)

CONTINUING EDUCATION UNITS: 1.44

Elective

Dynamics of Strategic Planning

Effective strategic planning can improve the chances of progress and success for an organization. It is a disciplined process that involves a team of people representing the total organization in making fundamental decisions about the future of the organization. The process helps you manage change, focus on the future, and achieve long-term, sustainable results. The goal of this workshop is to increase awareness of the value of strategic planning and to be better prepared to effectively contribute to agency and unit strategic planning efforts.

YOUR BENEFITS

- Understand and define the components of the Kentucky Strategic Planning Model
- Recognize and apply three types of performance indicators
- Develop unit-level mission, goals, objective, strategies, and action plans
- Develop unit-level performance indicators

WORKSHOP TOPICS:

Overview of Strategic Planning

Kentucky Strategic Planning Model

Identify Core Values

Validate the Mission

Conduct a Situational Analysis

Understand Goals, Objectives, Performance Indicators,
Strategies and Action Plans

Keys to Successful Implementation

TARGET AUDIENCE: Managers and Supervisors

PROGRAM LENGTH: 1 day (7 hours)

CONTINUING EDUCATION UNITS: .50

CPM: Requirement

Executive Branch Ethics

This workshop is for all executive branch employees. Employees participate in advisory opinion activities in order to learn the "ethical" definition of what's right and what's not.

YOUR BENEFITS

- **Learn to recognize conflict of interest**
- **Learn what to do and not do**
- **Understand about employment after leaving state government**

WORKSHOP TOPICS:

Background

Requirements of the Code

Investigations

Penalties

TARGET AUDIENCE: All employees

PROGRAM LENGTH: 1/2 day (3.5 hours)

CONTINUING EDUCATION UNITS: NA

CPM: NA

Facilitation Skills

The workshop is designed for individuals with no or limited experience in facilitating groups. Persons who regularly facilitate groups may also find additional techniques to add to their facilitator's toolbox. You learn about tools to help teams, groups, and meeting leaders organize thoughts, interests, and processes for achieving "group" goals. During the workshop, you have the opportunity to apply the tools learned.

YOUR BENEFITS

- Gain skills to facilitate meetings and groups
- Practice skills during the workshop
- Help groups become more effective in their desired outcome

WORKSHOP TOPICS:

Understand Your Role as a Facilitator

Get Sessions Started

Learn About Facilitation Tools

Understand Group Dynamics

Close the Session

TARGET AUDIENCE: Managers and supervisors

PROGRAM LENGTH: 2 days (14 hours)

CONTINUING EDUCATION UNITS: 1.68

CPM: Requirement

Fundamentals of Budgeting

A budget is more than a row of numbers. It is a tool for establishing priorities of action, determining program content, and exercising control of operations. This introductory level workshop focuses on budgeting from a statewide viewpoint, operating as a cost center, and using the information for budgetary decision making. You increase your understanding of the budgeting process at state and cost center levels.

YOUR BENEFITS

- Define and identify components of the basic budgetary and financial management process.
- Understand the mechanics of a simple budget.
- Understand KY's biennial budget cycle and development process.

WORKSHOP TOPICS:

State Budgeting

Cost Center: Preparation and Management

Cash Management

Financial Information Needs and Uses

TARGET AUDIENCE: Managers And supervisors

PROGRAM LENGTH: 1 day (7 hours)

CONTINUING EDUCATION UNITS: .84

CPM: Requirement

Interpersonal & Organizational Communication

Did you make yourself clear or make it clear to yourself? Few of us communicate as well as we can. You leave this workshop with a new awareness of the complexity of interpersonal communication. Discover your preferred communication style and examine styles others use. By discussing the strengths and weaknesses of each style, you increase your ability to assess the needs of the situation and to apply the most effective style. Gain insight into the important role of nonverbal cues in interpersonal communication. Learn the power of active listening and effective communicating in groups and organizations. Individual and group exercises give you practice in developing your communication skills.

YOUR BENEFITS

- Improve the quality of information and understanding in day-to-day interactions
- Find the "common ground" that builds rapport and productive relationships
- Overcome barriers to successful interpersonal and organizational communication

WORKSHOP TOPICS:

Components of the Personal Communication Model

Sending Skills/Listening Skills

Nonverbal Cues and Clues

Organizational Communication: The Big Picture

TARGET AUDIENCE: All employees

PROGRAM LENGTH: 1 day (7 hours)

CONTINUING EDUCATION UNITS: .74

CMF: Requirement

Introduction to Process Improvement

This workshop focuses on business processes within an organization. A business process is defined as a set of recurring activities or steps that changes materials or information from one form to another in order to produce something of value for a customer. The workshop concentrates on major principles of "customer focus" - responding to both internal and external needs; "systems focus" - understanding how improvements in one part of a system or process affects other parts; "valuing people" - understanding that process improvement efforts focus on constant and rigorous improvement of systems and processes, not on blaming people; "fact-based decision making" -the need to make decisions based on data rather than hunches and to find root causes of problems rather than react to symptoms; and "planned change" - making effective change requires a well developed plan, approach, and supportive leadership. These concepts are illustrated throughout the workshop.

YOUR BENEFITS

- **Develop a "process" orientation to work**
- **Understand the key principles and components to effective process improvement**
- **Learn process improvement tools for application to work-related processes**

WORKSHOP TOPICS:

Understand the Nature of Processes

Learn Keys to Successful Process Improvement

Review Process Improvement Foundation Principles

Use Process Improvement Tools

TARGET AUDIENCE: Managers, supervisors, and any employee responsible for managing projects or systems

PROGRAM LENGTH: 1 day (7 hours)

CONTINUING EDUCATION UNITS: .78

CPM: Requirement

Leading/Coaching High Performing Teams

Achieving teamwork and cooperation is a must for organizations. This involves human resource skills --recognizing and utilizing the personal attributes of each individual and his or her role on the team. This workshop brings together coworkers to learn ways to enhance team effort, evaluate your organization, and develop plans for improvement.

YOUR BENEFITS

- Capitalize on your strengths and those of your team members
- Learn the powerful effects of synergy
- Reduce team competition and increase team collaboration

WORKSHOP TOPICS:

Learn to Appreciate Personal Strengths of the Individual Team Member
Understand Need for Teams to Get Along Within Organizations
Review Effective Teams and Their Strategies
Learn Strategies for Building Your Unit Into a More Effective Team

TARGET AUDIENCE: Intact work teams, including the manager

PROGRAM LENGTH: 2 day (14 hours)

CONTINUING EDUCATION UNITS: 1.56

CPM: Requirement (test required)

Leadership I

This workshop helps managers with more than one-year experience develop fundamental leadership skills. Topics include the changing role of the manager; employer and employee rights and responsibilities; Situational Leadership skills and applications; the power of shared information; and motivation. Focus is given to assessment of participants' interpersonal styles, leadership styles, and ability to motivate others.

YOUR BENEFITS

- Capitalize on your strengths and bring out the best in others
- Analyze and solve managerial problems more effectively
- Increase your understanding of employee needs and empower them to increase productivity and commitment

WORKSHOP TOPICS:

Leadership Assumptions: Assess your leadership assumptions to see if there is a discrepancy between what you say and what you do as a manager.

Historical Perspective and Changing Roles of the Manager: Explore two major theories in the history of management and learn what modern management theory borrows from them. Apply your knowledge of Theory X and Y to a case study.

Personal Profile System: Administer and interpret one of the most effective behavioral style instruments used by organizations, the Personal Profile System. Develop insight into your dominant work behavior patterns and motivational factors, and those of your employees. Complete an exercise in "flexing" your behavior style to that of your employees to help communicate with them more effectively.

Employer/Employee Rights and Responsibilities: Receive an overview of your rights, responsibilities, and liabilities as a manager and those of your employees. Sexual harassment, sexual discrimination, and the American with Disabilities Act are particularly emphasized. Through several case studies, practice effectively handling problems relating to these areas on the job. The Kentucky Employee Assistance Program (KEAP) is also explained.

Situational Leadership II: Be introduced to Ken Blanchard's model for determining the appropriate level of direction and support a manager should give each employee based on the employee's development level for the task. Through the Leadership Behavior Analysis, discover your primary leadership style and learn how coworkers perceive you. Have fun playing the Situational Leadership II

game to practice diagnosing employee development levels and the appropriate leadership style for those levels.

Power of Shared Information: Discuss communication barriers for managers and use a case study to practice determining how to overcome these barriers. Also, receive tips for effectively delegating tasks, conducting meetings, and communicating by computer.

Power of Expectations: Explore ways to positively motivate your employees. Take the opportunity to assess your influencing styles and make a plan for improving them.

TARGET AUDIENCE: All managers with more than one-year experience

PROGRAM LENGTH: 3 days (21 hours)

CONTINUING EDUCATION UNITS: 2.73

CMF: Requirement (test required)

Leadership II

This workshop looks more deeply into leadership styles and skills. You use this information to develop your self, empowering others, and managing resources. Topics include Lawler's principles of high involvement; Deming's 14 points for quality and productivity, goal setting; employee empowerment; decision-making; group dynamics; and communication skills. You receive feedback from your employees about your management behaviors and leadership styles.

YOUR BENEFITS

- Identify your strongest leadership abilities through self-assessment and feedback from your employees
- Learn about and experience team formation
- Experience and contrast the effectiveness of individual and group decision making
- Learn how to expand the arena of your Johari Window and develop greater openness and trust among employees
- Empower yourself and your employees to increase productivity and commitment
- Develop goals for your organization and for each employee and give feedback to your employees on achieving these goals

WORKSHOP TOPICS:

Principles of Involvement: Receive a brief background of management theory, leading up to the Employee Involvement and Quality theories that are prevalent today. Explore the difference between management and leadership. Form a team with other members in the workshop. To better understand team concepts, determine the team's guiding principles and create a team motto and logo.

Effective Interpersonal Communication: Identify the elements of good and poor communication for managers by playing a communication game. The Johari Window is presented to illustrate the relationship between giving and getting feedback and its effect on your workplace climate. Discuss methods for creating a more open, trustful climate. View and discuss a video dealing with listening skills of managers. Finally, develop an action plan to help you improve your communication skills at work.

Advanced Situational Leadership II: Explore in depth Ken Blanchard's revised leadership theory to which you were introduced in Leadership I. Assess your primary leadership style, your flexibility, and your effectiveness in using the various leadership styles through the Leadership Behavior Analysis. After viewing

the film classic "Twelve O'clock High," practice analyzing leadership styles by identifying those of the characters.

The Decision Dilemma: A historic overview of decision-making theories are presented and contrasted with one another. Discuss the benefits and barriers of group decision-making. Practice both individual and group decision-making in a Project Planning Exercise and a more extensive simulation, "The Management Challenge." One particular problem in-group decision making is presented in the video "The Abilene Paradox." Explore group task and maintenance behaviors.

Empowering Self and Others: Gain an understanding of team and leader empowerment, why it is important, what conditions are necessary for it to exist, and how to make it work. Analyze these elements through group discussion of a case study. Assess your team's and your own readiness for empowerment. Finally, set goals and priorities based on this self-assessment.

Management Challenge: This is a challenge to use the managerial skills you learn in this workshop. Analyze the causes and solutions to the problems of Region 6 in a very realistic case study. Also by making these decisions individually, and later as a team, experience and contrast the effectiveness of nonparticipative versus participative management.

Manager Behavior Inventory: Assess your leadership skills according to how you feel your employees perceive you. Later in the week, receive feedback from your employees based on this same questionnaire so that you can compare their perceptions of you with your own.

TARGET AUDIENCE: Managers/Supervisors who have completed Leadership I

PROGRAM LENGTH: 3 days (21 hours)

CONTINUING EDUCATION UNITS: 2.73

CPM: Requirement (test required)

Leadership III

Leadership is an observable, learnable set of practices. It is not something mystical and ethereal that cannot be understood by ordinary people. Given the opportunity for feedback and practice, those with the desire and persistence to lead can substantially improve their abilities to do so. This three and one-half day workshop is based on the book, *The Leadership Challenge: How to Get Extraordinary Things Done in Organizations*, by James Kouzes and Barry Posner. You gain an understanding of the five exemplary leadership practices identified by the book and receive feedback from your coworkers on your own strengths and areas for improvement in each of the five practices. **You must complete the Practices Inventory (PDF or Word) before you attend this workshop.**

YOUR BENEFITS

- Identify your strongest leadership practices through self-assessment and employee feedback
- Understand the challenges of managing innovation, risk, and change
- Discover the power of organizational vision
- Become aware of Kentucky's ethics law and other selected references
- Learn the stages of team development and strategies for leading each stage
- Learn to acknowledge and respect the unique values, expectations, and needs of individuals from various cultures
- Develop innovative ways to recognize achievements and celebrate organizational accomplishment

WORKSHOP TOPICS:

Introduction to the Five Leadership Practices: Compare your own "personal" best" leadership experiences with the qualities and behaviors of successful leaders. Be introduced to the five practices of exemplary leaders, and complete the Leadership Practices Inventory self-assessment to help you discover to what extent you have adopted these practices.

Challenging the Process: Leaders are pioneers -- people who seek out new opportunities and change the status quo. They innovate, experiment, and explore ways to improve the organization. Discuss the video "Managing People through Change" and develop ways to improve your ability to manage others through innovation, risk, and change.

Inspiring a Shared Vision: Leaders look toward and beyond the horizon. They envision the future with a positive and hopeful outlook. Leaders are expressive and attract followers through their genuineness and skillful communications. View the

video "Discovering the Future: The Power of Vision," and learn strategies for developing and communicating your own vision for your organization.

Modeling the Way: Leaders are clear about their business values and beliefs. They keep people and projects on course by behaving consistently with these values and modeling how they expect others to act. This segment focuses on ethical behavior in the workplace. View "The Case of the Willful Whistleblower" and review key documents relating to ethics in state government.

Enabling Others: Leaders infuse people with spirit and develop relationships based on mutual trust. They stress collaborative goals. They actively involve others in planning by giving them discretion to make their own decisions. The first part of this segment deals with leadership and team development, applying the concepts of Situational Leadership learned in Leadership I and II. In the second half, work to understand the challenges of managing a culturally diverse workforce and learn guidelines for managing diversity.

Encouraging the Heart: Leaders express pride in the team's accomplishments, letting people know that their efforts are appreciated. Leaders also find ways to celebrate achievements. They nurture a team spirit that enables people to sustain continued efforts. In the closing segment of the workshop, learn guidelines for recognizing achievements and celebrating accomplishments. In addition, develop an action plan for improving your own leadership practices.

TARGET AUDIENCE: Experienced managers/supervisors who have completed Leadership I and Leadership II

PROGRAM LENGTH: 3 days (21 hours)

CONTINUING EDUCATION UNITS: 2.73

CPM: Requirement (test required)

Managing Human Resource Systems in the Public Sector

When you manage state employees, it is essential to understand the many rules and laws of the merit system. This workshop helps participants better understand state government as a human resource system. It also provides a detailed approach to those state laws and administrative regulations affecting employees and their work performance.

In an effort to present MHRS in the most effective way, effective January 1, 2003, MHRS became a blended workshop. That is, there are two components: the online portion and one day in the classroom. In the online portion, participants learn about the merit system and its history, the laws and regulations that govern the main personnel system for state employees, the importance of positive coaching, and the progressive discipline process. The day in the classroom is spent listening to and sharing with guest speakers from the Personnel Cabinet and Executive Branch Ethics Commission. Blending these services ensures that important information and knowledge is shared.

In MHRS, participants are enrolled in the online component first and it must be completed prior to the classroom portion. The classroom component is scheduled after the two-month period of the online portion ends. Those who are unable to complete the online component are canceled from the class and allowed to complete at a later date.

The online version of this workshop takes approximately 5 hours to complete. You are enrolled for a two-month period of time and may complete the course at any time during that two-month period. You may work on it for 30 minutes at a time if you wish, and then start where you left off. Or you may complete it all at once. Before you receive your certificate, you must complete a test and an evaluation. There is no pass/fail on the test. It's purely a measure of learning, and if learning has not occurred, you will be contacted. Incorrectly answering questions will not keep you from receiving your certificate.

YOUR BENEFITS

- **Increase awareness of Kentucky government's human resource management system**
- **Increase knowledge of the merit system**
- **Improve decision making in personnel matters**

WORKSHOP TOPICS:

Interpret the Merit System as a Human Resource Management System

Nature of the Merit System: Purposes and History

Identify Key Components of Any Successful Employee Orientation Program

Work Within the Merit System Laws and Administrative Regulations

Identify Factors for Preventing Discipline of Employees

Understand the Principles of Prevention, Coaching, and Discipline

Understand the Process for Disciplinary Action

TARGET AUDIENCE: Managers and Supervisors

PROGRAM LENGTH: 2 day (14 hours)

CONTINUING EDUCATION UNITS: 1.20

CMF: Requirement

Managing Organizational Change

The impact of organizational change on employees is predictable. Yet, transition and the uncertainty of change are stressful. Successfully managing change requires an understanding of the change process and its effect on people. Whether you are an executive level manager, or any manager facing change, this workshop helps you understand the change process and the assessment tools necessary to effectively implement change. The goal of this workshop is to help you understand how individuals and organizations are affected by change and learn strategies for more effectively managing and embracing change.

YOUR BENEFITS

- Identify and manage the steps in the change process
- Become an effective change agent for your organization
- Learn successful techniques for implementing change

WORKSHOP TOPICS:

Changes in Today's Workplace

The Power of Paradigms

The Change Process Model

The Human Side of Change

Techniques for Successful Change Implementation

TARGET AUDIENCE: Managers and Supervisors

PROGRAM LENGTH: 2 days (14 hours)

CONTINUING EDUCATION UNITS: 1.47

CPM: Requirement (test required)

Managing Relationships at Work

We are a social species. Our successes in life depend, to a large extent, on our ability to maintain effective, healthy relationships with others. Relationships either propel us forward into a world of accomplishment, or hold us back in an atmosphere of failure. This workshop focuses on making ethical, value-based decisions in life, and taking our core values into relationships with others. It is for those willing to look at themselves straight on in the mirror and become responsible for improving work relationships.

YOUR BENEFITS

- Assess the struggles in aligning our actions with our values
- Develop personal character and integrity
- Relate to others who have a behavioral style that is different than our own
- Understand and appreciate different behavioral style

WORKSHOP TOPICS:

Clarify Personal and Organizational Values

Determine Behavioral Styles

Deal with Conflict and Stress in Relationships

Appreciate Opportunities to Grow for Ourselves and Others

TARGET AUDIENCE: All employees

PROGRAM LENGTH: 2 days (14 hours)

CONTINUING EDUCATION UNITS: 1.41

CMF: Requirement

New Managers Survival School

This workshop is designed for new managers in Kentucky state government who have less than one year experience. It orients you to the skills and resources needed in order to make a successful transition from regular employee to manager.

YOUR BENEFITS

- Experience a smoother transition to being the new "boss"
- Create your own management philosophy to help manage your time and priorities
- Develop awareness of basic Kentucky state government resources and policies that directly affect you
- Learn the state's guidelines for conducting performance appraisals and how to adapt performance management techniques to make this system even more effective

WORKSHOP TOPICS:

Introduction and Program Orientation: Be introduced to the Governmental Services Center, the Kentucky Certified Public Manager (KCPM) program, the Leadership series, and fellow class members.

Making a Successful Transition: Discuss common myths about becoming a manager and the tangible and intangible changes you have experienced. Explore the skills needed by new managers and by each level of management.

Performance Management Skills: Learn how to manage in a systematic way by setting goals with your employees. This process ensures that you and your employees agree on what is expected and on how you will know when it is achieved. Practice goal setting and giving feedback.

Performance Appraisal System: An Overview: Receive an overview of the state's performance appraisal system and how to adapt the performance management approach to this system. Learn how to establish an effective climate for the performance appraisal meeting.

TARGET AUDIENCE: New supervisors with less than one-year experience managing in KY state government

PROGRAM LENGTH: 2 days (14 hours)

CONTINUING EDUCATION UNITS: 1.56

Elective

Performance Management

This is a highly interactive workshop for managers who want to build employee commitment to superior performance. You increase your skills in three key areas of performance management: planning, coaching, and appraising.

YOUR BENEFITS

- Set effective unit and individual goals
- Gain commitment to superior performance
- Conduct effective, "no surprises" performance appraisals
- Provide the all-important link between the job description and the performance appraisal

WORKSHOP TOPICS:

Learn the Principles of Performance Management

Establish Goals and Performance Standards

Practice Coaching Strategies for Developing Employee Commitment

Conduct Effective Performance Appraisals

TARGET AUDIENCE: Managers and supervisors

PROGRAM LENGTH: 2 days (14 hours)

CONTINUING EDUCATION UNITS: 1.50

CMF: Requirement (test required)

Personal Strategies for Navigating through Change

Change brings out various reactions in people: it is viewed by some as positive and an opportunity for improvement while others see it as a negative threat. But all agree, change is an everyday occurrence in state government. Understanding the need for change in organizations, but recognizing the emotions involved is the main workshop goal. A personal style inventory and a video help you develop personal strategies to cope with the changes in your life.

YOUR BENEFITS

- Understand the fundamentals of the change process
- Identify four basic emotional reactions to change
- Recognize the role of personal style in dealing with change
- Identify personal strengths for effectively dealing with the change process

WORKSHOP TOPICS:

Use 5 Basics When Dealing with Change

Understand Change

Develop Skills and Strategies for Dealing with Change

TARGET AUDIENCE: All employees

PROGRAM LENGTH: 1 day (7 hours)

CONTINUING EDUCATION UNITS: .78

Elective

Problems and Decisions

What are the problems and decisions you face on your job? They're the ones you rehash at every meeting and complain about in the break room; the ones that keep you awake at night; the ones your boss yells about and forgets until the next time they occur. In this workshop, you learn techniques for finding solutions to these never ending problems- - their true causes and innovative solutions for them. You also improve your personal decision making style by evaluating risk more effectively. A decision-making matrix helps you make complicated decisions. In short, you learn and practice thinking skills that are critical to you and your organization's effectiveness - - for now and the future.

YOUR BENEFITS

- Identify the root cause of problems
- Improve creative thinking skills for generating innovative ideas, solutions, and causes of problems
- Make more confident and prudent personal decisions
- Learn a systematic process for making decisions which balances benefits and risks

WORKSHOP TOPICS:

Problem Solving

Creative Thinking Skills

Improving Personal Decision Making

Decision Making Matrix

TARGET AUDIENCE: All employees

PROGRAM LENGTH: 2 days (14 hours)

CONTINUING EDUCATION UNITS: 1.53

CMF: Requirement (test required)

Project Management

Projects are a way of life, in both technical and nontechnical disciplines. Examples include management of human resources, finance, procurement of equipment, and implementation of strategic plans. This workshop offers practical advice along with a step-by-step approach for better managing projects. These tested, "in-the-trenches" techniques will help make the complex discipline of project management easier to understand and master.

If you struggle with managing the unmanageable, this workshop is for you. The workbook for this workshop serves as a practical "job aid" or reference tool for just about any project you undertake. It includes a complete appendix with stories, examples, and project management techniques to help you control initiatives that seem to be uncontrollable.

YOUR BENEFITS

- Learn numerous "hands-on" exercises to practice skills
- Valuable workbook to guide you through future projects
- Practical, down-to-earth tools and techniques

WORKSHOP TOPICS:

Triple Constraints

The Foundation of Project Management

The Project Management Lifecycle

Initiate a Project: Assess Needs, Identify Stakeholders, Develop Goals, Determine Roles and Responsibilities, Develop a Communication Plan, and Building a Business Case.

Plan a Project: Work Breakdown Structures, Project Specifications, Calculating Time and Costs, Gantt Charts, Network Diagrams, and Risk Analysis

Execute a Project: Monitor the Triple Constraints and Controlling the Project

Close Out a Project: Audit the Project, Transfer Ownership, Assess Lessons Learned, Celebrating and Saying "Thanks"

TARGET AUDIENCE: All employees responsible for coordinating/ implementing projects

PROGRAM LENGTH: 2 days (14 hours)

CONTINUING EDUCATION UNITS: 1.10

CPM: Requirement

Structured Behavioral Interviewing

As an employer, do you remember your last job interview? Was it effective? Did you wish for a second opportunity to choose a better candidate? While decisions are based on the interview, key questions may be overlooked. This workshop helps those responsible for interviewing learn techniques that make the selection process a more positive and productive experience. Emphasis is placed on development of specific job-related interview questions based on the interviewee's past performance and behavior. **You need to bring a sample job description to help in developing interview questions when you attend this workshop.**

YOUR BENEFITS

- Predict a potential employee's future behavior through asking past behavioral interview questions
- Become a more effective interviewer
- Reduce turnover by choosing the right person for the job

WORKSHOP TOPICS:

Principles of Behavioral Interviewing

Identifying Key Competencies

Identifying Dimensions Related to the Job

Understanding Behavioral vs. Theoretical Questions

Using an Interview Guide

TARGET AUDIENCE: Managers, supervisors, and any employee responsible for interviewing candidates for job positions

PROGRAM LENGTH: 2 days (14 hours)

CONTINUING EDUCATION UNITS: .78

CPM: Requirement

Train the Trainer

This workshop takes you through an extensive program that teaches basic skills needed to be an effective trainer using learning styles, training styles, and training design. You receive individual consultation from our trainers to ask specific questions about problems you anticipate as trainers. You are videotaped and receive feedback on your performance. Everyone presents a short (15 minute) training segment on the third day.

You need a topic for training and a blank videotape if you would like to keep a copy of your training event.

YOUR BENEFITS

- Learn methods to enhance any training experience
- Practice in a nonthreatening environment and receive immediate, positive feedback
- Develop and deliver quality training programs

WORKSHOP TOPICS:

Qualities of Effective Trainers

The Learning Style Inventory

Training Styles

Training Techniques

Training Design

Tips for Trainers

TARGET AUDIENCE: Trainers or potential trainers

PROGRAM LENGTH: 3 days (21 hours)

CONTINUING EDUCATION UNITS: 2.52

Elective

Workplace Violence

Incidents of workplace violence have become so common that only the most shocking now make national news. Yet most supervisors still deny the possibility that such a catastrophe could occur in their own workplace or, worse yet, could be caused by one of their employees. They want to believe, "It can't happen here." Hopefully, it won't. But behind the sensational headlines, a very real, day-to-day trend of workplace threats, aggression, and assaults has grown to epidemic proportions. Contrary to common misconceptions, fatalities are NOT involved in most cases. But, even incidents without assaults or physical injuries can devastate the sense of personal security people once felt at their place of work. This workshop is designed to make you more aware of the issues related to workplace violence and to give you some tools to help recognize, defuse, and prevent it. You learn common causes of violent and aggressive behavior, the destructive results that even mild forms of aggression can create, and the warning signs of those who might pose a risk to a safe, secure workplace.

YOUR BENEFITS

- Learn 5 keys to reducing the possibility of violence
- Become aware of your legal rights and responsibilities as it pertains to violence
- Recognize the warning signs; how and when to report potential problems

WORKSHOP TOPICS:

Become Aware of the Warning Signs and Typical Profile of a Potential Offender
Intervene in an Appropriate Manner Within Legal Guidelines
Respond to a Violent Crisis Quickly and Calmly
Recommend Methods of Coping after the Crisis to Ensure Stabilization of the Workforce

TARGET AUDIENCE: All employees

PROGRAM LENGTH: 1 day (7 hours)

CONTINUING EDUCATION UNITS: .50

Elective